

NALEDI LOCAL MUNICIPALITY



FINAL TOP LAYER SERVICE DELIVERY
&
BUDGET IMPLEMENTATION PLAN
2019/2020

TABLE OF CONTENTS

Section A: Foreword by the Mayor

Section B: Introduction by the Municipal Manager

Section C: Municipal Profile

Section D: Municipal Organogram

Section E: Corporate Strategy

Section F: Municipal Powers and Functions

Chapter 1

1.1. MFMA legislative requirement

1.2. High Level SDBIP Targets and Indicators

1.3. Reporting on SDBIP

1.3.1. Monthly Reporting

1.3.2. Quarterly Reporting

1.3.3. Mid-year Reporting

Chapter 2

SDBIP Implementation Model

2.1 Introduction

2.2 Strategies and Objectives

2.3 2019/20 Service delivery objectives, key performance indicators and quarterly targets

Annexures

A. Monthly Projections of Revenue by Source

B. Monthly Projections of Expenditure by Vote

C. Monthly Projections of Capital Expenditure by Vote

Section A: Foreword by the Mayor

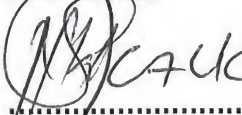
I have this opportunity to communicate with the Naledi communities the amended top layer Service Delivery Budget and Implementation Plan. This plan illustrates a major shift to more relevant and appropriate service delivery performance targets:

The Top Layer SDBIP is minimalistic in nature and will assist the Council to focus its resources. The approach does not imply that detailed planning and targets are not required by managers in the institution, but rather shift the emphasis away from unnecessary reporting.

The Top Layer SDBIP enables the Accounting Officer to monitor the performance of senior managers, the mayor to monitor the performance of the Accounting Officer and for the community to monitor the performance of the municipality.

Development objectives are measured through key performance indicators at every level, and continuously monitored throughout the year. The Top Layer SDBIP is in essence the management and implementation tool that sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

N.W SKALK

 27/06/2019
.....
MAYOR

Section B: Introduction by the Municipal Manager

The development of the Service Delivery and Budget Implementation Plan (SDBIP) is a result of improved management as allowed for under the Municipal Finance Management Act (MFMA).

The Final SDBIP includes the key focus areas that will receive my attention.

These targets are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of the municipal administration and managers to the Council and Councilors to the community. It also fosters the management, implementation and monitoring of the budget, the performance of top management and the achievement of the strategic objectives as laid out in the IDP.

T.D. Tshikundu



27-06-2019

ACTING MUNICIPAL MANAGER

Section C: Municipal Profile

Naledi Local Municipality is a category B Municipality situated in the Dr Ruth Segomotso Mompoti District in the North West Province of South Africa. The Naledi Local Municipality is situated in the Dr Ruth S Mompoti District of South Africa's North West Province. It covers an area of approximately 7 264 square kilometres with a total population of 68 803 – according to the Community Survey of 2016 by Statistics South Africa and is divided into 10 wards representing the interests of the communities of Vryburg, Kismet Park, Huhudi, Colridge, Dithakwaneng, Stella Devondale, Broedersput and the newly developed extension 25/28.

- The total population of the Naledi Municipal area was 68803 in 2016.
- The average growth rate of the population from **2011 to 2016** was 2.94%
- The total number of households in the Naledi Municipal Area was 20692 in 2016.
- The average growth rate of households from **2011 to 2016** was 10.24%
- Naledi's population gender is as follows: male 34771 female 34032

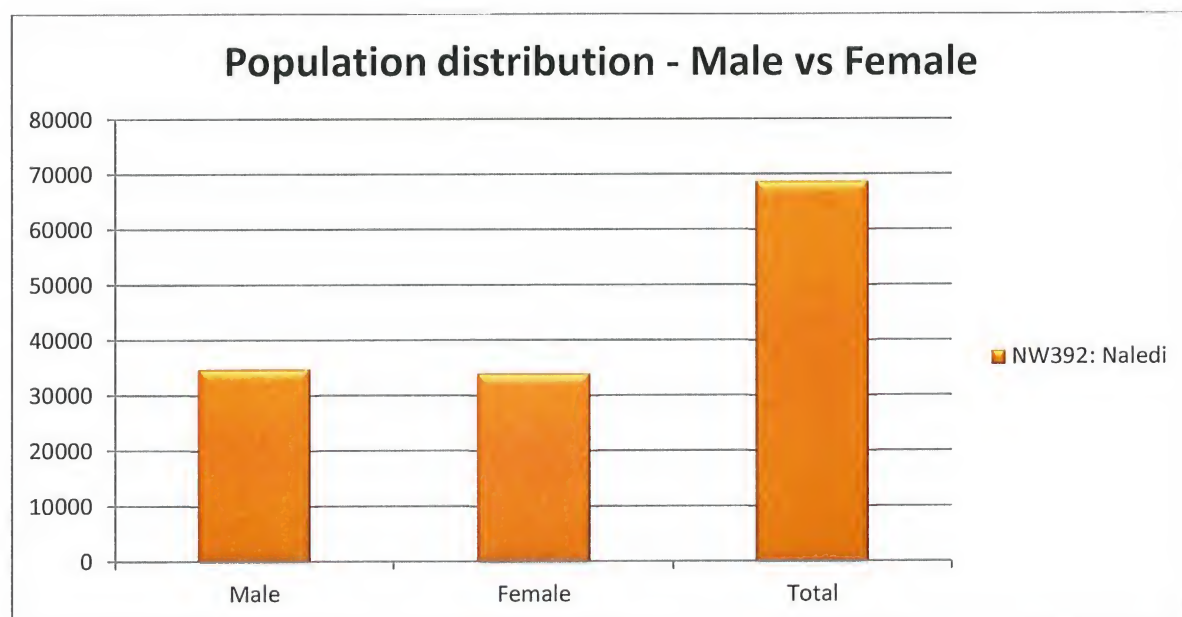
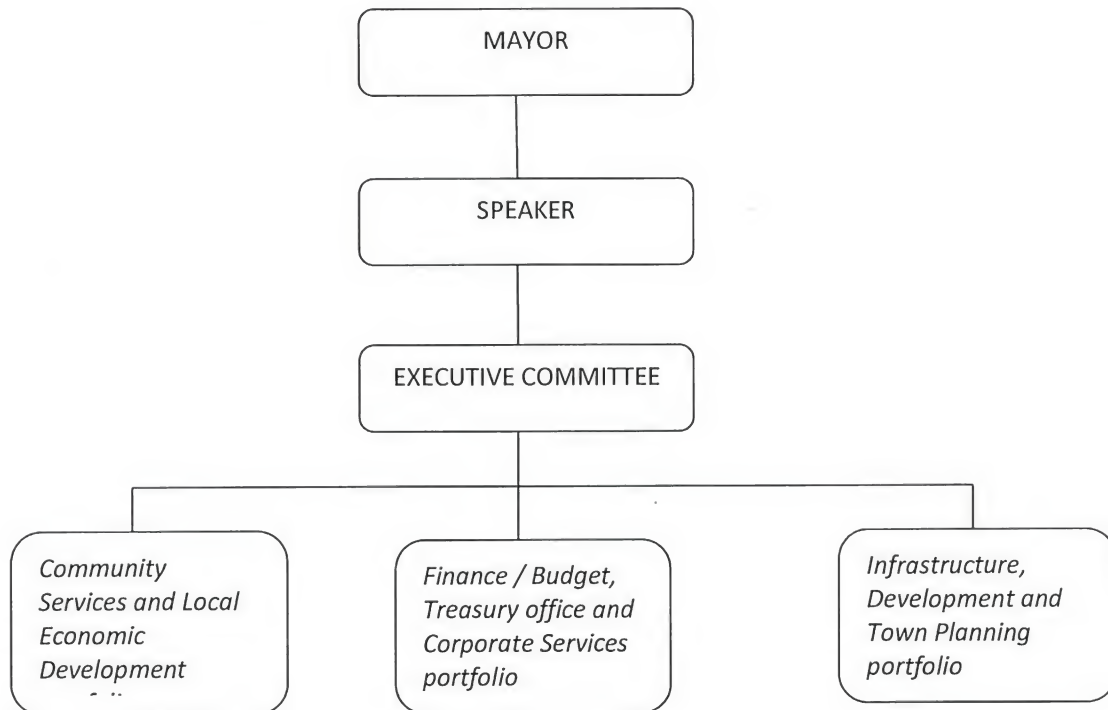


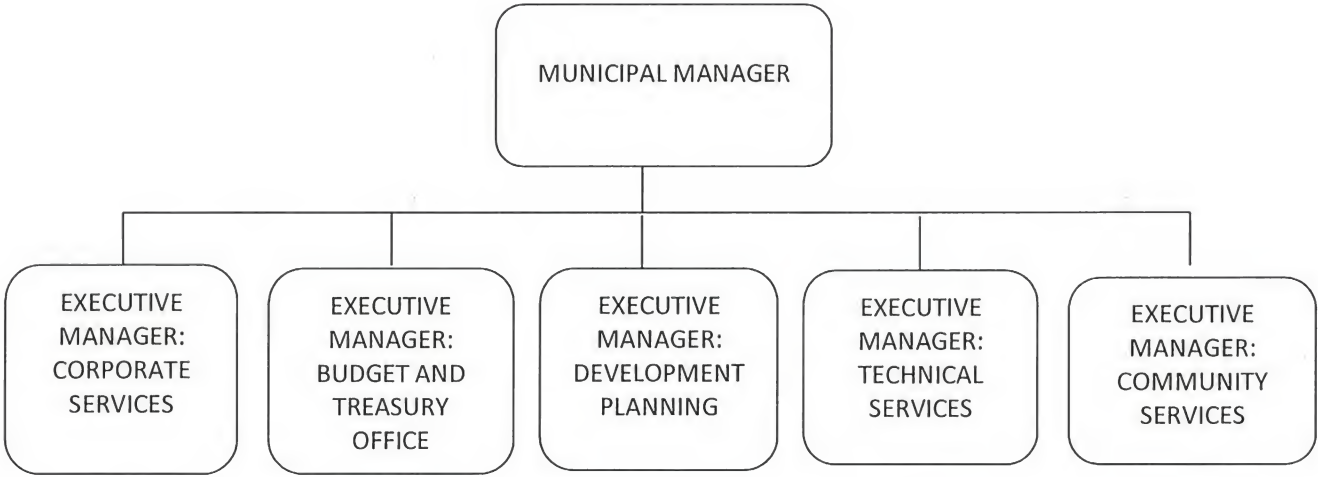
Figure 1 shows the population distribution of males and females against the total population.
(Source: Community survey of 2016 by Statistics South Africa)

Section D: Municipal Organogram

Political Structure



Administrative Structure



Section E: Corporate Strategy

VISION

To provide basic, quality, sustainable and equitable services through effective and efficient governance and financial management.

MISSION

We will deliver adequate and sustainable services to our community by:

- Enhancing revenue and effective utilisation of resources
- Promoting radical socio economic and infrastructure development
- Instil corporate culture
- To have motivated and representative workforce with high ethical standards
- To apply good and transparent municipal governance (King iii)
- To render cost effective and sustainable services to all VTSD areas
- Adhering to Batho Pele Principles

VALUES

Accountability
Integrity
Leadership
Fairness
Respect
Commitment
Responsibility
Diversity
Team work
Customer satisfaction
Transparency
Service excellence
Loyalty
Honesty
Responsibility

Section F: Municipal Powers and Functions

FUNCTIONS PERFORMED	District	Naledi
Governance and Administration	Yes	Yes
Water Services	Yes	Yes
Municipality is water services authority	Yes	No
Municipality is water services provider	No	Yes
Electricity and Gas Reticulation	No	Yes
Electricity	No	Yes
Street lighting	No	Yes
Municipal Transport	Yes	Yes
Municipal public transport	Yes	No
Municipal airports	No	Yes
Waste Management	Yes	Yes
Refuse removal	Yes	Yes
Refuse dumps/solid waste disposal	Yes	Yes
Cleansing	No	Yes
Roads and Storm water Systems	Yes	Yes
Municipal roads	Yes	Yes
Storm water systems in built-up areas	Yes	Yes
Municipality performs the 'District' roads function	Yes	No
Community and Social Services	No	Yes
Local amenities: Regulation & facilitation	No	Yes
Local amenities: Service provision	No	Yes
Local sports facilities: Regulation & facilitation	No	Yes
Local sports facilities: Service provision	No	Yes
Municipal parks and recreation: Regulation & facilitation	No	Yes
Municipal parks and recreation: Service provision	No	Yes
Public places: Regulation & facilitation	No	Yes
Public places: Service provision	No	Yes
Child care facilities: Regulation & facilitation	No	Yes
Child care facilities: Service provision	No	No
Cemeteries, funeral parlours and crematoria: Regulation & facilitation	No	Yes
Cemeteries, funeral parlours and crematoria: Service provision	No	Yes
Libraries: Regulation & facilitation	No	No
Libraries: Service provision	No	Yes
Museums: Regulation & facilitation	No	No
Museums: Service provision	No	Yes
Planning and Development	Yes	Yes

FUNCTIONS PERFORMED	District	Naledi
Municipal planning	Yes	Yes
Building regulations	No	Yes
Land-use management	Yes	Yes
Property development (non-municipal property)	No	No
Emergency Services	Yes	Yes
Fire fighting: Authority	Yes	No
Fire fighting service provision	No	Yes
Rescue services	Yes	Yes
Disaster management	Yes	Yes
Municipal Health	Yes	Yes
Municipal health: Regulation & facilitation	Yes	No
Municipal health: Service provision	No	Yes
Licensing and control of undertakings that sell food to the public: Regulation	No	No
Licensing and control of undertakings that sell food to the public: Service provision	No	No
Noise pollution: Regulation & facilitation	No	No
Noise pollution: Service provision	No	No
Pounds: Regulation & facilitation	No	Yes
Pounds: Service provision	No	No
Accommodation, care and burial of animals: Regulation & facilitation	No	Yes
Accommodation, care and burial of animals: Service provision	No	No
Licensing of dogs: Regulation & facilitation	No	Yes
Licensing of dogs: Service provision	No	No
Primary Health Care	No	No
Primary Health Care	No	No
Environmental Management	Yes	Yes
Environmental planning	Yes	Yes
Bio-diversity management	Yes	Yes
Climate change interventions	No	Yes
Alternative energy planning	No	Yes
Air pollution	Yes	No
Economic Development	Yes	Yes
Local tourism: Regulation & facilitation	Yes	No
Local tourism: Service provision	No	No
Markets: Regulation & facilitation	No	No
Markets: Service provision	No	No
Abattoirs: Regulation & facilitation	No	No

FUNCTIONS PERFORMED	District	Naledi
Abattoirs: Service provision	No	No
Trading regulations: Regulation & facilitation	No	Yes
Trading regulations: Service provision	No	No
Street trading: Regulation & facilitation	No	Yes
Street trading: Service provision	No	No
Billboards and the display of advertisements in public places: Regulation & facilitation	No	Yes
Billboards and the display of advertisements in public places: Service provision	No	No
Fences and fences: Regulation & facilitation	No	Yes
Fences and fences: Service provision	No	No
Control of undertakings that sell liquor to the public: Regulation & facilitation	No	Yes
Control of undertakings that sell liquor to the public: Service provision	No	No
Local economic development: Regulation & facilitation	Yes	Yes
Local economic development: Service provision	No	No
Housing	No	Yes
Housing facilitation (managing developers, housing lists etc)	No	Yes
Acting as developer of housing	No	Yes
Landlord (owning and managing housing stock)	No	Yes
Traffic and Policing	No	Yes
Traffic and municipal police	No	Yes
Community safety	No	No
Control of public nuisances	No	Yes
Driver licensing	No	Yes
Motor vehicle licensing	No	Yes

CHAPTER 1

1.1. MFMA legislative requirement

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

(a) Projections for each month of:–

(i) Revenue to be collected, by source;

(ii) Operational and capital expenditure, by vote

(b) Service delivery targets and performance indicators for each quarter, and

(c) Other matters prescribed;

According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires the Mayor to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

1.2. High Level SDBIP Targets and Indicators

The SDBIPs are required to include targets for the activities that will be undertaken, for physical and measurable progress as well as financially.

The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP strategic interventions as well as the statutory plans and requirements that the Municipality are responsible for.

The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community. The SDBIP is conceptualized as a layered plan, with consolidated service targets and quarterly to annual deadlines and linking those targets to senior management. The Municipal Manager's scorecard represents the consolidation of all the Municipal's detailed performance indicators and service delivery targets as contained in each Directorate's SDBIP. The community and stakeholders can review these targets and performance in achieving them during the IDP process.

The SDBIPs are therefore living documents that must be reviewed on an annual basis and it therefore need to be publicized so that the public is provided with information on service delivery.

1.3. Reporting on SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the Municipal administration. Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA requires. The reports then allow the Local Council (Ward and PR Councillors) to monitor the implementation of service delivery programs and Initiatives across the Municipality boundaries.

1.3.1. Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- (i) Actual revenue, per source;
- (ii) Actual borrowings;
- (iii) Actual expenditure, per vote;
- (iv) Actual capital expenditure, per vote;
- (v) The amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the Municipality's' projected revenue by source, and from the municipality's expenditure projections per vote.
- (b) Any material variances from the service delivery and budget implementation plan and;
- (c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget

1.3.2. Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

1.3.3. Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account:

- (i) The monthly statements referred to in section 71 (MFMA) of the first half of the year;
- (ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report and
- (iv)) The performance of every municipal entity under the sole or shared control of the municipality taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Local Municipality accountable.

CHAPTER 2

SDBIP Implementation Model

2.1. Introduction

All objectives (financial or non-financial) in a model derived from the organisation's vision and strategy must be measured to establish if it was implemented successfully. The Balanced Scorecard (BSC) is a tool that will enable the municipality to focus and align their executive teams, business units, human resources, information technology and financial resources to the municipality's strategy.

The Naledi Local Municipality uses the Balance Score Card and its four perspectives as a strategy implementation model as shown in Table 3.1 below. The four perspectives are linked to the departments of the municipality.

Based on (a) the four perspectives (b) the Integrated Development Plan strategic interventions and (c) the National Key Performance Indicators the key performance areas were identified and developed in the corporate or top-layer SDBIP of the NLM to effect strategy implementation, organisational direction and transformational change.

2.2 (a) The Balanced Scorecard: Four Perspectives

MUNICIPAL DEPARTMENTS GOALS FOR 2017/18					
BALANCED SCORECARD FOUR PERSPECTIVES	DEVELOPMENT PLANNING DEPARTMENT	FINANCE DEPARTMENT	CORPORATE SUPPORT AND HR SERVICES DEPARTMENT	TECHNICAL SERVICES DEPARTMENT	COMMUNITY SERVICES
CUSTOMER	The Council, the political arm and community are the clients of the department and is served best if all officials deliver on their mandate and clear communication between stakeholders exists.	All other departments and the community are the clients of the department. The support of the department needs to be effective and efficient within the constraints of the financial goals.	All other departments are the clients of the department and effective administrative and record keeping needs to enable the institution to perform its powers and functions.	The community is the client of the department and budgeted projects need to be delivered and maintenance needs to occur according to an agreed framework.	The community is the client of the department and budgeted projects need to be delivered and maintenance needs to occur according to an agreed framework.
FINANCIAL	The department should explore various options and facilitate an increase of income (i.e. grant funding, partnerships, etc.) Appointments of service providers, contractors and employees should not compromise the financial sustainability of the Naledi Local Municipality.	The actions of the department should not compromise accountability and careful management of the financial sustainability of the Naledi Local Municipality.	Appointments of service providers, contractors and employees should not compromise the financial sustainability of the Naledi Local Municipality.	Appointments of service providers and contractors should not compromise the financial sustainability of the Naledi Local Municipality and increased maintenance of infrastructure should be done with current appointed employees.	Appointments of service providers and contractors should not compromise the financial sustainability of the Naledi Local Municipality and increased maintenance of infrastructure should be done with current appointed employees.
INNOVATION, LEARNING & GROWTH	The department should improve the organisation with effective management and strategic choices.	The department should continuously improve the effectiveness and efficiency of financial databases, record keeping and procedures to gain maximum benefits from available funding.	The department should investigate mentoring systems and efficiency improvement mechanisms within the organisation.	Employees should be encouraged to suggest smarter ways of maintaining infrastructure and doing work. Minor capital payments for major increases in efficiency should be encouraged.	Employees should be encouraged to suggest smarter ways of maintaining infrastructure and doing work. Minor capital payments for major increases in efficiency should be encouraged.
INTERNAL BUSINESS	The department should ensure team work; clear communication and take speedy and smart decisions to address day to day challenges. The department should use the limited human resources in the most effective way to ensure the best outcomes.	The department should continue to be the benchmark in terms of financial accountability as reflected in the Auditor-General report.	Corporate service should investigate current organisational systems and processes and suggest restructuring/realignment of human resources where efficiency can be improved.	Ensure the implementation of budgeted projects. Design new capital projects and apply for funding. Maintain infrastructure as set out in an adopted maintenance plan.	Ensure the implementation of budgeted projects. Design new capital projects and apply for funding. Maintain infrastructure as set out in an adopted maintenance plan.

(b) The Integrated Development Plan strategic objectives

The top layer SDBIP also address the following strategic objectives identified in the IDP:

IDP OBJECTIVES	
<ul style="list-style-type: none">The Naledi Local Municipality has identified several IDP Objectives which are in line with the 5 Municipal Key Performance areas, the National Development Plan, the Provincial Growth and Development Strategy, and the 5 Concretes of the North West Provincial Government.	
Key Performance Area (KPA)	IDP Objective
Municipal Financial Viability	To Promote Sound Financial Management
Good Governance and Public Participation	To Promote transparency through good governance
	To Foster Good Relationships with stakeholders through effective Public Participation
Municipal Transformation and Organisational Development	To Foster Good Corporate Culture
Basic Service Delivery and Infrastructure Investment	To Accelerate the Provision of Basic Services
Local Economic Development (LED)	To create an Environment conducive for LED.

(c) The National Key Performance Indicators

The SDBIP also set targets for the seven National Key Performance indicators:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
2. The percentage of households earning less than R2300 per month with access to free basic services
3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan
4. The number of jobs created through municipality's local economic development initiatives including capital projects
5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan
6. The percentage of a municipality's budget actually spent on implementing its workplace skills plan
7. Financial viability as expressed by the following ratios:

$$A = B-C/D$$

A – Debt coverage

B – Total operating revenue received

C- Operating grants

D- Debt service payments (i.e. interest + redemption) due within current financial year

$$A=B/C$$

A- Outstanding service debtors to revenue

B- Total outstanding service debtors

C- Annual revenue actually received

$$A= B+C/D$$

A- Cost coverage

B- All available cash at a particular time

C- Investments

D- Monthly fixed operating expenditure

Chapter 3
2019/20 SERVICE DELIVERY OBJECTIVES, KEY PERFORMANCE INDICATORS AND QUARTERLY TARGETS

Index	Back to Basics pillar	IDP Objective	KPA	Key Performance Indicator	Indicator Definition	Baseline	Annual Target	Output Indicator	Q3 Focus	Q2 Target	Q3 Target	Q4 Target
A	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of quarterly reports from each Sect 56 Manager with PoE submitted within 10 days after the end of each quarter	This indicator refers to the number of quarterly reports along with PoEs submitted within 10 days after the end of each quarter	Reports submitted late and lacking sufficient evidence	4 quarterly reports compiled by each Sect 56 Manager with PoE submitted within 10 days after the end of each quarter	4 quarterly reports compiled by each Sect 56 Manager with PoE submitted within 10 days after the end of each quarter	1 Quarterly Report per Section 56 Manager (including complete PoE)	1 Quarterly Report per Section 56 Manager (including complete PoE)	1 Quarterly Report per Section 56 Manager (including complete PoE)	1 Quarterly Report per Section 56 Manager (including complete PoE)
B	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of Mid Year report(s) developed and submitted to Council by 31st of January 2020	This indicator refers to the number of Mid Year Report(s) developed and submitted to Council by the 31st of January 2020	Mid year report developed and submitted to Council	One (1) Mid Year report developed and submitted to Council by 31st of January 2020	One (1) Mid Year report developed and submitted to Council by 31st of January 2020	1 Quarterly Report per Section 56 Manager (including complete PoE) by 30 September 2019	1 Quarterly Report per Section 56 Manager (including complete PoE) by 31 December 2019	Submit Mid Year report to Council by 31st January 2020	Implement and monitor recommendations of Mid year report (Adjusted budget revised SDBIP and Quarter 4 report)
C	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of Annual Report(s) developed and submitted to Council by 31st March 2020	This indicator refers to the Number of Annual Report(s) developed and submitted to Council by 31 March 2020	Annual report developed and submitted to Council	One (1) Annual Report developed and submitted to Council by 31st March 2020	One (1) Annual Report developed and submitted to Council by 31st March 2020	Table to Council Draft APR by 30 September 2017	Table to Council Draft Annual Report by 31 December 2019	Table In Council Annual Report by 31 March 2020	Publicise final Annual report 2017-2019 by 30 June 2020
D	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of monthly back to Basics Monthly Reports submitted to COGTA by the 15th of each month	This indicator refers to the number of back to basic reports submitted to National COGTA on a monthly basis (15th each month) as requested by the Minister	All reports submitted	Submit twelve back to basics reports according to COGTA format by the 15th of each month (3 each quarter)	12 monthly (15th each month) back to basics reports submitted to COGTA according to COGTA format by the 15th of each month (3 each quarter)	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month
E	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of risk registers per Section 56 Manager updated by 30 June 2020	This indicator refers to the number of risk registers updated by the Risk Management Unit and Executive Managers at the end of each quarter	4 risk registers updated	4 risk registers per Section 56 Managers updated by 30 June 2020	4 risk registers per Section 56 Managers updated by 30 June 2020	1 Risk register per Section 56 Manager updated by 30 September 2019	1 Risk register per Section 56 Manager updated by 31 December 2019	1 Risk register per Section 56 Manager updated by 31 March 2019	1 Risk register per Section 56 Manager updated by 30 June 2019
F	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of progress reports on the implementation plan of the Post Audit Action Plan by 30 June 2020	This indicator refers to quarterly progress made on the implementation of the Post audit action plan developed annually	New	4 progress reports on the implementation of the post audit action plan by 30 June 2020	4 progress reports on the implementation of the post audit action plan by 30 June 2020	1 progress reports on the implementation of the post audit action plan by 30 September 2019	1 progress reports on the implementation of the post audit action plan by 31 December 2019	1 progress reports on the implementation of the post audit action plan by 31 March 2020	1 progress reports on the implementation of the post audit action plan by 31 June 2020

Index	Back to Basics pillar	IDP Objective	KPI	Key Performance Indicator	Indicator Definition	Baseline	Annual Target	Output Indicator	Q1 (March)	Q2 Target	Q3 Target	Q4 Target
G	Promoting good governance, transparency and accountability	To Promote transparency through good governance	Good governance and public participation	Number of progress reports on the implementation of the Financial recovery Plan by 30 June 2020	This indicator refers to the Municipal Financial Recovery Plan that was developed in terms of section 139 a of the MFMA and submitted to Council in March 2019 for adoption. Progress reports on the implementation thereof are to be developed on a quarterly basis.	New	4 progress Reports on the implementation of the Financial recovery Plan by 30 June 2020	4 progress Reports on the implementation of the Financial recovery Plan by 30 June 2020	1 progress report on the implementation of the Financial recovery Plan by 30 September 2019	1 progress report on the implementation of the Financial recovery Plan by 31 December 2019	1 progress report on the implementation of the Financial recovery Plan by 31 March 2020	1 progress report on the implementation of the Financial recovery Plan by 30 June 2020
H	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	% of revenue collected on amounts that could be invoiced on a quarterly basis	This indicator refers to the percentage of revenue collected on amounts that could be invoiced on a quarterly basis.	40% of revenue collected from total amount that could be invoiced	92% of revenue collected from total amount that could be invoiced by the 30th of June 2020	Improve revenue collected to 92% of amount that could be invoiced by the 30th of June 2020	40% of revenue collected from total amount that could be invoiced by the 30th of September 2019	43% of revenue collected from total amount that could be invoiced by the 31st of December 2019	80% of revenue collected from total amount that could be invoiced by the 31st of March 2020	92% of revenue collected from total amount that could be invoiced by the 30th of June 2020
I	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Number of new service level agreement entered into between municipality and province regarding vehicle licensing function by 30 June 2020	This indicator refers to formal engagement with the province regarding functions performed by Naledi LM on behalf of the province.	Current service level agreement has lapsed	1 New service level agreement entered into between municipality and province regarding vehicle licensing function by 30 June 2020	1 New service level agreement signed and submitted to council by the 30th of June 2020	Perform an assessment on the funding model of the vehicle licensing mandate by the 30th of September 2019	Develop a revenue enhancement strategy for the vehicle licensing function by the 31st of December 2019	Enter into a debt repayment agreement with province by the 31st of March 2020	Enter into a new service level agreement with province regarding the vehicle licensing function by the 30th of June 2020
J	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Number of reports on library grant funding according to library business plan by the 30th of June 2020	This indicator refers to the number of reports on library grant funding spent according to business plan by the 30th of June 2020	The current grant was not spent as per business plan	4 Reports on library grant funding spent according to library business plan by the 30th of June 2020	4 Reports by the 30th of June 2020	1 Report by the 30th of September 2019	1 Report by the 31st of December 2019	1 Report by the 31st of March 2020	1 Report by the 31st of June 2020
K	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	% total allocated (gazetted) MIG grant funding spent on capital projects by 30 June 2020	This indicator refers to the amount of the initial gazetted MIG grant funding received spent by 30 June 2020	137%	100% total allocated (gazetted) MIG grant funding spent on capital projects by 30 June 2020	100% of initial gazetted MIG grant funding spent by 30 June 2020	20% spent by 30 September 2019	45% spent by 31 December 2019	70% spent by 31 March 2020	100% spent by 30 June 2020
L	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	% of the total allocated (gazetted) INEP grant funding spent on capital projects (Electrical projects) by 30 June 2020	This indicator refers to the initial amount of gazetted INEP grant funding received spent by 30 June 2020	95%	%100 of the total allocated (gazetted) INEP grant funding spent on Capital projects (Electricity projects) by 30 June 2020	100% of gazetted INEP grant funding spent by 30 June 2020	40% spent by 30 September 2019	40% spent by 31 December 2019	70% spent by 31 March 2020	100% spent by 30 June 2020

Index	Back to Basics pillar	IDP Objective	KPA	Key Performance Indicator	Indicator Definition	Baseline	Annual Target	Output Indicator	Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets
M	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	Number of households with access to basic level of water by 30 June 2020	The indicator reflects the percentage of residential properties that the Municipality is aware of which are connected to the municipal water infrastructure network. The latest Census data is used for total household figures.	15566	15566 of households with access to basic level of water by 30 June 2020	15566 of households with access to basic level of water by 30 June 2020	94% (19450/20692) by 30 September 2019	95% (19657/20692) by 31 December 2019	15566 by 31 March 2020	15566 by 30 June 2020
N	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	Number of households with access to basic level of sanitation by 30 June 2020	The indicator reflects the percentage of residential properties that the Municipality is aware of connected to the municipal waste water (sanitation/sewerage) network (respective of the number of water closets (toilets)).	19574	19574 of households with access to basic level of sanitation by 30 June 2020	19574 of households with access to basic level of sanitation by 30 June 2020	80% (16553/20692) by 30 September 2019	81% (16760/20692) by 31 December 2019	19574 by 31 March 2020	19574 by 30 June 2020
O	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	Number of households with access to basic level of electricity by 30 June 2020	The indicator reflects the percentage of residential properties that the Municipality is aware of which are connected to the municipal electrical infrastructure network for both credit and prepaid metering.	16836	16836 of households with access to basic level of electricity by 30 June 2020	16836 of households with access to basic level of electricity by 30 June 2020	77.5% (16036/20692) of households with access to basic level of electricity by 31 September 2020	79% (16346/20692) by 31 December 2019	16836 by 31 March 2020	16836 by 30 June 2020
P	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	Number of households with access to basic level of solid waste removal on a weekly basis	This indicator reflects the percentage of single residential properties that the Municipality is aware of which are receiving a weekly door to door refuse removal service. This excludes vacant residential properties.	14588	14588 of households with access to basic level of solid waste removal by 30 June 2020	14588 of households with access to basic level of solid waste removal by 30 June 2020	56% (11582/20692) of households with access to basic level of solid waste removal by 31 September 2019	56% (11582/20692) of households with access to basic level of solid waste removal by 31 December 2019	14588 by 31 March 2020	14588 by 30 June 2020
Q	Supporting the delivery of municipal services to the right quality and standard	To Accelerate the Provision of Basic Services	Basic service delivery and infrastructure investment	Number of formalised households earning less than R2300 per month with access to free basic services on a monthly basis	This indicator reflects the 100% social rebate granted in respect to the to the qualifying home owners of single residential properties.	0	3500 households with access to free basic services by 30 June 2020	3500 households with access to free basic services by 30 June 2020	7.5% (1551/20692) by 30 September 2019	7.5% (1551/20692) by 31 December 2019	2700 by 31 March 2020	3500 by 30 June 2020
R	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	% of municipality's budget spent on capital projects in terms of the IDP by 30 June 2020	Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year-end.	100%	100% of municipality's budget spent on capital projects in terms of the IDP by 30 June 2020	100% of Capital budget actually spent on capital projects (25% each quarter) by 30 June 2020	25% of Capital budget actually spent on capital projects by 30 September 2019	25% of Capital budget actually spent on capital projects by 31 December 2019	75% of Capital budget actually spent on capital projects by 31 March 2020	100% of Capital budget actually spent on capital projects by 30 June 2020

Index	Back to Basics pillar	IDP Objective	KPA	Key Performance Indicator	Indicator Definition	Baseline	Annual Target	Output Indicator	Q1 2020	Q2 Targets	Q3 Targets	Q4 Targets
S	Putting people and their concerns first	To create an Environment conducive for LED	Local Economic Development	Number of jobs created through municipality's local economic development initiatives including capital projects by 30 June 2020	The jobs created through LED in this context only refer to projects funded by the municipality and do not include jobs created as an indirect consequence.	120 jobs created through LED and Capital projects	120 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 30 June 2020	120 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 30 June 2020	60 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 30 September 2019	40 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 31 December 2019	110 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 31 March 2020	10 jobs created through municipality's local economic development initiatives including capital projects (Technical department) by 30 June 2020
T	Building institutional resilience and administrative capability	To Foster Good Corporate Culture	Municipal transformation and organisational development	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June 2020	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of (Municipal Manager, Directors and managers reporting to directors) Management in line with the annual report of the Department of Labour. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting. The three highest levels are Top Management (MM and Directors); Managers reporting to Directors and Middle Management (Section Heads and Professionals - up to level 3a in terms of NDM)	1 person from employment equity target groups employed in the three highest levels of management	3 person appointed from employment equity target groups employed in the three highest levels of management by 30 June 2020	3 person appointed from employment equity target groups employed in the three highest levels of management by 30 June 2020	Submit progress report on the appointment of Section 56 Managers to Municipal Manager by 30 September 2019	Submit progress report on the appointment of Section 56 Managers to Municipal Manager by 31 December 2019	Recruitment Process by 31 March 2020	Appointment (Filling of position) by 30 June 2020
U	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	% of budget spent on implementing of workplace skills plan by 30 June 2020	Public Service employees in the national and provincial spheres of government are required in terms of Section 30 of the Skills Development Amendment Act to budget at least one percent (1%) of their payroll for the education and training of their employees, measured against training budget.	0,26%	Report on 100% of the 0.13% of budget spent on implementing of workplace skills plan by 30 June 2020	Report on 100% of the 0.13% of budget spent on implementing of workplace skills plan by 30 June 2020	Report on 25% of the 0.13% of budget spent on the implementation of the workplace skills plan by 30 September 2019	Report on 50% of the 0.13% of budget spent on the implementation of the workplace skills plan by 31 December 2019	Report on 75% of the 0.13% of budget spent on the implementation of the workplace skills plan by 31 March 2020	Report on 100% of the 0.13% of budget spent on the implementation of the workplace skills plan by 30 June 2020
V	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Financial viability Ratio 1 – Net Operating Surplus Margin		5% Norm: -or>0%	6% Net operating Surplus Margin by 30 June 2020	6% Net operating Surplus Margin by 30 June 2020	6% Net operating Surplus Margin by 30 September 2019	6% Net operating Surplus Margin by 31 December 2019	6% Net operating Surplus Margin by 30 March 2020	6% Net operating Surplus Margin by 30 June 2020
W	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Financial viability Ratio 2 – Net Debtors Days	To calculate the ratio of service debtor to service revenue to aid in determining the financial viability of the Municipality	425 days Norm: 30 days	200 days Net debtors days by 30 June 2020	200 days Net debtors days by 30 June 2020	400 days Net debtors days by 31 September 2019	325 days Net debtors days by 31 December 2019	250 days Net debtors days by 31 March 2020	200 days Net debtors days by 30 June 2020

Index	Back to Basics pillar	IDP Objective	KPA	Key Performance Indicator	Indicator Definition	Baseline	Annual Target	Output Indicator	Q1 Vision	Q2 Targets	Q3 Targets	Q4 Targets
X	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Financial Viability Ratio 3 – Current ratio		0.17 Norm: 1.5-2.1	1.5 current ratio coverage by 30 June 2020	1.5 current ratio coverage by 30 June 2020	0.25 current ratio coverage by 31 September 2019	0.5 current ratio coverage by 31 December 2019	1.0 current ratio coverage by 31 March 2020	1.5 current ratio coverage by 30 June 2020
Y	Ensuring sound financial management and accounting	To Promote Sound Financial Management	Municipal financial viability	Financial viability Ratio 4 – Cash/ Cost Coverage	To calculate the ability to cover fixed cost with available cash to aid in determining the financial viability of the Municipality	0 Month Norm: 1-3 Months	1.5 Cash/ Cost coverage ratio by 30 June 2020	1.5 Cash/ Cost coverage ratio by 30 June 2020	0.5 Cash/ Cost coverage ratio by 31 September 2019	0.75 Cash/ Cost coverage ratio by 31 December 2019	1.0 Cash/ Cost coverage ratio by 31 March 2019	1.5 Cash/ Cost coverage ratio by 30 June 2020

NW392 Naledi (Nw) - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
Municipal Transformation and Organisational Development				4 760	5 473	2 166	610	510	510	510	538	567
Municipal Financial Viability				143 298	157 480	98 016	107 643	107 265	107 265	132 772	141 166	150 078
Basic Service Delivery and Infrastructure Investment				226 599	239 507	236 144	306 682	278 361	278 361	316 889	314 219	329 068
Good Governance and Public Participation				-	-	2 289	-	-	-	2 450	2 457	2 466
Local Economic Development (LED)				-	-	-	-	-	-	-	-	-
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	374 658	402 460	338 615	414 935	386 135	386 135	452 621	458 380	482 178

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

check op revenue balance

(0)

NW392 Naledi (Nw) - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
Municipal Transformation and Organisational Development				27 976	33 218	40 564	33 980	36 235	36 235	36 783	38 575	40 464
Municipal Financial Viability				76 015	80 804	64 184	44 488	53 982	53 982	48 980	47 923	48 120
Basic Service Delivery and Infrastructure Investment				285 335	265 016	235 139	263 063	258 096	258 096	294 034	308 081	320 086
Good Governance and Public Participation				28 702	33 432	30 111	30 821	36 217	36 217	35 053	33 332	35 068
Local Economic Development (LED)				–	–	–	441	2 155	2 155	2 536	2 507	2 634

NW392 Naledi (Nw) - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
Municipal Transformation and Organisational Development		A		4 594	6 892	–	870	1 500	1 500	1 214	–	–
Municipal Financial Viability		B		40	27	–	–	1 021	1 021	–	–	–
Basic Service Delivery and Infrastructure Investment		C		58 359	11 295	28 474	34 207	36 908	36 908	48 484	29 617	31 309
Good Governance and Public Participation		D		24	43	–	1 050	679	679	–	–	–
Local Economic Development (LED)		E		–	–	–	–	–	–	–	–	–
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	63 016	18 257	28 474	36 127	40 108	40 108	49 699	29 617	31 309

References

- Total capital expenditure must reconcile to Budgeted Capital Expenditure
- Goal code must be used on Table SA36
- Balance of allocations not directly linked to an IDP strategic objective
check capital balance

— — — — — — — — — —